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City of Nashua, NH**

**Downtown Nashua Neighborhood Revitalization Strategy
(Downtown Nashua NRSA)**

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Introduction

The City of Nashua is requesting a Neighborhood Revitalization Strategy Area designation for an area that encompasses Downtown Nashua and the surrounding residential neighborhoods. The selected area, to be known as the Downtown Nashua Neighborhood Revitalization Strategy Area (Downtown Nashua NSRA) is one that has been identified as requiring additional attention and targeting of private, local and federal government resources to overcome specific issues and barriers.

The City has reached out to partners and stakeholders in the neighborhood in order to develop a plan that is focused, effective and impactful. This plan describes an approach to weaving together various local development initiatives, programs that support personal and community empowerment and innovative strategies to strengthen neighborhoods. The goal is to create areas of opportunity in these distressed neighborhoods by stimulating the reinvestment of human and economic capital and by economically empowering low-income residents.

A NRSA designation will assist with Nashua's goals to:

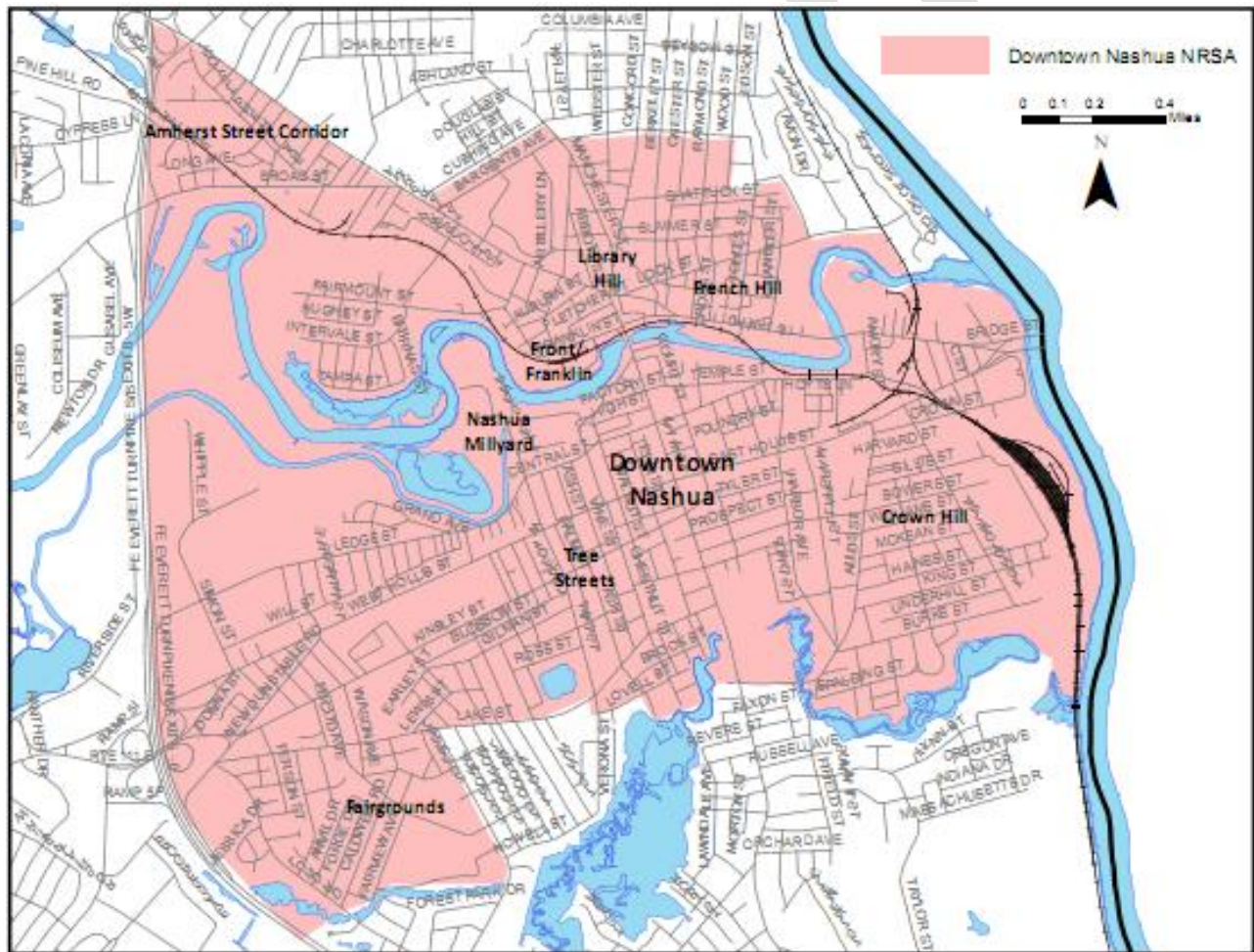
- Promote the growth and stability of businesses in the Downtown Nashua NRSA, to increase job opportunities to low and moderate income individuals;
- Improve the City's value through targeted infrastructure improvements;
- Strengthen neighborhoods; and
- Reclaim brownfields and other abandoned and underutilized sites.

The strategy outlined in the five-year Consolidated Plan and the Downtown Nashua Neighborhood Revitalization Strategy were created to meet these goals.

Boundaries

The Downtown Nashua NRSA is an approximately 4.1 square mile area that encompasses Downtown Nashua and the surrounding residential neighborhoods known individually as the Tree Streets, Crown Hill, French Hill and Library Hill. The NRSA Area encompasses many of the oldest sections of Nashua. It is made up of the historic Main Street commercial district, historic industrial sites that date back to the early nineteenth century, as well as densely developed residential neighborhoods. A vast majority of the area was built out over 70 years ago, and follows a compact and urban development pattern. This area sits in contrast to the rest of Nashua, which grew especially quickly during the 1970s and 1980s, in a manner that is less dense with a suburban development pattern.

The Downtown Nashua NRSA had an estimated population of 27,057 in 2009.



Downtown Nashua

As an historic central business district, Downtown Nashua is the cultural, governmental, and iconic center of Nashua. While its importance as a regional shopping destination has declined in recent decades, it still remains an important mixed-use district, with shops, restaurants, upper story housing and service-oriented businesses. The focus of the district is Main Street, a five-lane road that runs north/south through Downtown.

Nashua Millyard / Front & Franklin Street Mill District

The City of Nashua was established in the early 19th century as major industrial center for textile manufacturing. Textile mills were constructed on the banks of the Nashua River—first on the south bank to the west of Downtown Nashua near Pine Street and Factory Street. Future mills were constructed on the north bank along Front, Franklin and Canal Streets. Use of the mills for manufacturing curtailed during the 20th century. Today, the mills are in various states of use, some converted to mixed-income housing, others hosting artist studios as well as businesses engaged in small-scale manufacturing, services and research and development. A substantial amount of the space in these mills sits vacant or is underutilized.

Crown Hill

The Crown Hill neighborhood sits west of Downtown Nashua. It is primarily a residential neighborhood populated with single and multi-family homes. The neighborhood is bounded by East Hollis Street to the north, the Merrimack River and the New Hampshire Main Line railroad to the east, Salmon Brook to the south and Harbor Ave to the west. The neighborhood experienced a devastating fire in 1930, which destroyed over 400 buildings in the neighborhood, mostly homes.

French Hill

Receiving its name due to a wave of French-Canadian immigrants, which settled near the mills on Canal Street in the late 18th and early 19th century, French Hill has always been a place where newcomers to the city could get their start in Nashua. Today, French Hill remains a dense neighborhood of single and multifamily homes located north and northwest of Downtown Nashua on the north side of the Nashua River. The neighborhood has traditionally been home to a significant concentration of low-and-moderate income residents and low rates of homeownership.

The neighborhood is bounded by Canal Street to the south (and the current mill complex occupied by one of the Nashua's largest employers, defense contractor BAE), the New Hampshire Main Line railroad to the east, Laton Street to the north and Orange Street to the west.

Tree Streets

The neighborhood located immediately west of Downtown Nashua contains streets named for trees, giving the neighborhood its name. The densely developed neighborhood contains a large percentage of old homes. The area is bounded by Elm Street to the east, the Millyard and the Nashua River to the north, Salmon Brook to the south and Pine Street to the west. Major east/west roadways bisect the neighborhood and include Ledge Street, West Hollis Street and Kinsley Street, all of which are used to connect Downtown Nashua with the F. E. Everett Turnpike.

For a long time, the neighborhood has been an area of transition. Like the French Hill neighborhood, it is one that has been a first stop for new immigrants in Nashua. Residents have traditionally sought employment in the city's industrial sector, initially in the mills located near Downtown but more recently within regional industrial parks and retail concentrations. The area has seen significant disinvestment in recent decades and has been home to concentrations of crime, poverty and home foreclosures. The area has among the lowest levels of homeownership in the City and the State of New Hampshire.

Amherst Street Corridor

The Downtown Nashua NSRA extends northwesterly from Downtown Nashua along Amherst Street, a busy roadway that connects Downtown Nashua and the F.E. Everett Turnpike. Neighborhood-focused commercial and service-oriented businesses line the road. Predominantly single-family homes populate the adjacent neighborhoods.

Library Hill

Library Hill is located north of Downtown Nashua at the intersection of Main Street, Amherst Street, Manchester Street and Lowell Street. The Hunt Building, the City's former library, is located at this intersection and gives the area its name. The area is also home to churches, service-oriented businesses and large historic homes, many of which have been restored.

Other Areas

A significant residential area extends south and west of Downtown Nashua beyond the Tree Streets neighborhood out to the F. E. Everett Turnpike. This area is anchored by Ledge Street, West Hollis Street, Kinsley Street and Lake Street, which all run east/west from Downtown to the Turnpike. The area is highlighted by single family homes surrounding the Fairgrounds school complex, concentrations of duplexes and multifamily homes and Saint Joseph Hospital, one of Nashua's largest employers.

Demographic Criteria for NRSA Designation

The Downtown Nashua Neighborhood Revitalization Strategy Area meets the qualifying criteria outlined by the U.S. Department of Housing and Urban Development (HUD), in that:

- The Downtown Nashua NRSA is primarily a residential area. Residential uses cover 56% of the land area of the Downtown Nashua NSRA. This figure was calculated utilizing data maintained by the City of Nashua Assessors Office and analyzed with its geographic information system.
- The Downtown Nashua NRSA contains 65.4% low and moderate income residents, which is greater than the Nashua "upper quartile percentage" of 64.1% (as computed by HUD pursuant to 24 CFR 570.208(a)(1)(ii)). The data is presented by block group in Table 1, below:

Tract	Block Group	Population	Low-Mod Population	% Low-Mod
104	2	970	382	39.4%
104	5	605	358	59.2%
104	6	1,253	757	60.4%
105	1	755	518	68.6%
105	2	678	446	65.8%
105	3	866	597	68.9%
105	5	1,104	818	74.1%
105	8	738	551	74.7%
106	1	1,447	1,210	83.6%
106	2	1,438	760	52.9%
106	3	1,504	736	48.9%
106	4	1,185	834	70.4%
107	1	648	512	79.0%
107	2	920	687	74.7%
108	1	1,399	896	64.0%
108	2	937	673	71.8%
108	3	1,472	1,323	89.9%
108	4	1,634	1,147	70.2%
108	5	1,185	760	64.1%
108	6	1,115	807	72.4%
109	1	724	456	63.0%
109	2	1,459	838	57.4%
109	4	2,021	963	47.6%
Totals		26,057	17,029	65.4%
<i>Sources: FY2009 HUD/US Census Low Mod Income Estimates</i>				

Consultation and Public Participation

The participation of all of the stakeholders, particularly the neighborhood's residents, in the development of a comprehensive neighborhood revitalization strategy enhances the chances of its successful implementation by bringing all of the affected parties into the process from the beginning, thus gaining participants' trust and garnering needed financial support. This approach also recognizes that the complexity of the causes of neighborhood decline requires a multi-pronged coordinated approach.

The City of Nashua has reached out to the community in a variety of ways to ensure broad public participation in the development of its five year consolidated plan and the Downtown Nashua Neighborhood Revitalization Strategy. The City developed the Strategy in consultation with the area's stakeholders, including residents, owners/operators of businesses, non-profit organizations, and community groups that are in or serve the neighborhood. The process has included numerous surveys, focus groups, committee participation and public outreach meetings.

2010 Neighborhood Survey

The 2010 Neighborhood Survey was designed to examine issues faced by residents living in the Tree Street Neighborhood of Nashua—an area historically populated by a large percentage of low and moderate-income individuals. The survey objective was to ascertain resident views on several important issues, including housing, economic development, health care, crime, youth education, and the condition of their neighborhood.

Economic development was by far the greatest concern for the residents of the Tree Street Neighborhood. This is no surprise given the state of the economy and the associated high unemployment rates. Historically, low and moderate individuals are hardest hit during difficult economic times. The majority of the respondents are concerned about unemployment and their ability to find jobs that will enable them to pay for healthcare and day-to-day living expenses. Affordable housing is also a significant concern.

Focus Groups

The City of Nashua Community Development staff conducted two focus groups to develop a greater understanding of the wide-ranging community development needs of Nashua and the Downtown Nashua NSRA. One focus group included staff from City administrative departments and one included representation from the social service providers in the community.

On February 3, 2010, City department directors held an Inter-Departmental Collaborative Session. The purpose of the Session was to integrate Department plans into the Five-year Consolidated Plan. Limited funding available under CDBG, HOME and related programs required the Department directors to prioritize their needs.

The discussion at the Inter-Departmental Session included five general categories: crime and youth, education, economic development, healthcare, housing and neighborhoods. The current economic recession and how its impacts are being felt here in Nashua were discussed. The recession is limiting job prospects for Nashua residents and hurting the viability of local businesses. The consensus pointed to other pressing community needs—safe and affordable housing, job opportunities for residents, access to quality and affordable health care, and neighborhood stabilization—all of which relate to economic development. The Session also identified the priority need for strong youth programs, specifically for teens in order to occupy their free time in a valuable and productive way.

Consultation Session with Greater Nashua Continuum of Care

On March 30, 2010 the Urban Programs Department held a consultation session with the Greater Nashua Continuum of Care (GNCOC) to provide members an opportunity to help the City identify community needs, especially as they relate to homelessness. Discussion centered on five categories including economic development. Some of the needs identified included parking issues, density issues, trash/litter, the lack of community events, green space, bike paths and many more.

The relationship of economic development to many of the community-wide issues was noted. The group felt that by creating a strong economic environment, including good paying jobs with benefits, affordable daycare, skills training and strong public transit system, residents would be able to better lift themselves out of poverty. Participants also identified health care and medical issues as a strong priority.

Downtown Business Owners Survey

The Downtown Nashua Business Survey was designed to understand the issues facing downtown businesses and the evolving nature of regional competition. This information will be used by the City of Nashua to develop programs and initiatives to overcome barriers to business success.

Challenges cited by businesses include:

- insufficient parking for customers;
- high and increasing employee costs;
- expensive rent;
- competition from big box retailer and the malls;
- vandalism; and
- poor building conditions.

Downtown Nashua Consumer Survey

The Downtown Nashua Consumer Survey was designed to identify consumer/resident needs and preferences. Consumers identified the following issues:

- Insufficient parking in Downtown Nashua for consumers;
- Limited variety and selection, especially for lower income consumers;
- Limited and inconsistent store hours;
- High traffic flow on Main Street which endangers pedestrians; and
- Need for physical improvements to storefronts, buildings and sidewalks.

Services Advisory Committee Public Hearings

Mayor Lozeau and the Board of Aldermen established the Services Advisory Committee to study the feasibility of creating a Business Improvement District for Downtown Nashua. A business improvement district is a revitalization tool whereby businesses in a defined area pay an additional tax or fee in order to fund improvements within the district's boundaries. The Mayor expanded the purview of the Committee to consider all options to revitalize Downtown Nashua.

The Committee held a public information session on March 30, 2010 for all Downtown Nashua stakeholders, including property owners, businesses, and residents of Downtown Nashua and the surrounding neighborhoods. Stakeholders were asked to voice their thoughts about Downtown Nashua's needs. A list of revitalization strategies was prioritized and included:

- Repair and maintenance of sidewalks
- Traffic calming measures
- Tree maintenance and lighting
- Additional festivals and special events
- Better parking management and enforcement
- Pedestrian-scale lighting
- Flowers and beautification
- Storefront improvement/façade programs

The Committee is currently looking at funding sources to implement the strategies.

Consolidated Plan/Downtown Nashua Neighborhood Revitalization Strategy Area Public Hearings

The City of Nashua plans to host a public hearing on May 3, 2010 to provide the public the opportunity to comment on the proposed Five Year Consolidated Plan and the Downtown Nashua Neighborhood Revitalization Strategy.

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Assessment

Current Economic Situation

The effects of the dramatic decline in the national economy are being felt in Nashua and within the Downtown Nashua NRSA. The current economic recession and the associated rise in joblessness have had a major impact. The most vulnerable of Nashua's residents are located in the Downtown Nashua NRSA. A comparison of the demographics and housing counts generated by the 2000 Census show an area that faces significant challenges, especially when compared with Nashua as a whole and the State of New Hampshire.

Table 2: Demographic Comparison of the Downtown Nashua NRSA, City and State

	Downtown Nashua NRSA	Nashua	New Hampshire
Population	26,230	86,605	1,235,786
Race			
White persons, percent	85.4%	89.2%	96.0%
Black persons, percent	2.0%	2.0%	0.7%
American Indian and Alaska Native persons, percent	0.2%	0.3%	0.2%
Asian persons, percent	1.9%	3.9%	1.3%
Persons reporting two or more races, percent	2.7%	1.5%	1.1%
Persons of Hispanic or Latino origin, percent	14.0%	6.2%	1.7%
Language Spoken			
Language other than English spoken at home, pct age 5+	23.5%	16.8%	8.3%
Foreign born persons, percent	12.0%	10.1%	4.4%
Education			
High school graduates, percent of persons age 25+	75.1%	86.6%	87.4%
Bachelor's degree or higher, pct of persons age 25+	14.8%	31.5%	28.7%
Housing			
Housing units	11,202	35,387	547,024
Homeownership rate	30.1%	56.9%	69.7%
Median value of owner-occupied housing units	\$100,235	\$137,500	\$133,300
Households, Income			
Households	10,797	34,614	474,606
Persons per household	2.43	2.46	2.53
Median household income, 1999	\$34,307	\$51,969	\$49,467
Persons below poverty, percent, 1999	13.9%	6.8%	6.5%
Geography			
Land area, (square miles)	4.13	30	8,968
Persons per square mile	6,357	2,803	138
Labor Force			
Labor Force Participation	67.2%	71.0%	70.5%
Unemployment Rate	5.7%	4.2%	3.8%

Source: 2000 US Census

Table 2 on the previous page provides evidence of these challenges within the Downtown Nashua NRSA. Specific findings include:

- Almost a quarter of the households in the Downtown Nashua NRSA speak a language other than English at home compared to 16.8% in Nashua and 8.3% in NH.
- Education levels in the Downtown Nashua NRSA also lag behind Nashua and the State. Three quarters of the population in the Downtown Nashua NRSA are high school graduates compared to Nashua (86.6%) and the State (87.4%). The comparison of residents with a Bachelor's degree is even more dramatic--only 14.8% of Downtown Nashua residents compared to a 1/3 in Nashua and the State.
- Median household income in the Downtown Nashua NRSA (\$34,307) is far below that in Nashua (\$51,969) and the State (\$49,467).
- The population density found in the Downtown Nashua NRSA is twice that of the whole of Nashua.
- Labor force participation in the Downtown Nashua area (67.2%) lags behind Nashua (71.0%) and the State (70.5%).
- The unemployment rate in the Downtown Nashua NRSA was over 30% higher than Nashua and 50% higher than the State of New Hampshire in 2000.

As the most recent unemployment rate in Nashua has risen to 7.9% and 7.0% for the State of New Hampshire it would not be unreasonable to assume that the current unemployment rate among residents of the Downtown Nashua NRSA exceeds 10% (actual figures are not available).

Economic Development Opportunities

There are several significant economic development initiatives that have the potential to create job opportunities and stabilize neighborhoods within the Downtown Nashua NRSA. The City is working carefully to ensure that these projects produce positive outcomes for Nashua and also create economic opportunity for residents of the Downtown Nashua NRSA. Major projects include:

- **Broad Street Parkway**

The Broad Street Parkway is a 1.8-mile two-lane parkway connecting Broad Street north of the Nashua River to Pine and West Hollis Streets on the south. The project is a major initiative to improve east/west mobility in Nashua, connecting the F.E. Everett Turnpike to Downtown Nashua, the Millyard and the Front/Franklin Street Mill District. The project will reduce traffic congestion at Railroad Square and reduce air pollution in and around Downtown Nashua. The project will significantly improve access to the Nashua Millyard and the Front and Franklin Street Mill Complex, which will encourage redevelopment and economic opportunity.

This \$67 million project will consist of a two-lane roadway from Broad Street, then following an alignment adjacent to the Hillsborough Branch railroad track southeasterly toward the Nashua River crossing under bridges at Baldwin Street and Fairmount Street. The Parkway then crosses over the Nashua River on a new curved bridge turning southwesterly before touching down on the south bank of the Nashua River and traversing through the Millyard District on a southwesterly alignment. Access to Pine Street Extension and Mine Falls Park is provided at a signalized four-way at-grade intersection.

The Tree Streets Neighborhood Enhancement program is an initial phase of Nashua's ambitious Broad Street Parkway Project. This phase will include new sidewalks, trees, and traffic calming elements that will ensure that traffic encouraged by the Broad Street Parkway project does not have a negative effect upon the quality of life for residents of the Tree Streets Neighborhood.

- **Front and Franklin Street Mill Redevelopment**

The project involves the comprehensive revitalization of the Front and Franklin Street Mill District. The 120-year-old mill district is located on the northern bank of the Nashua River, adjacent to Downtown Nashua. The revitalization effort will combine private, mixed-use development with public investments in the infrastructure in order to breathe new life into over 600,000 square feet of vacant and underutilized mill space.

- **Palm Square / Labine Building Revitalization**

In 2004 Batesville Casket, a long time employer located in the Tree Streets, closed its doors. The City was fortunate that the 177,000 square foot brick building was bought and redeveloped into 140 units of rental housing for over 55, plus commercial space on the first floor including a restaurant. In just a year, Palm Square, as it is now known, has become a very popular destination. People who would never feel comfortable coming to this neighborhood are now living and/or dining at Palm Square.

In February 2010 a fire consumed much of the Labine Building, located less than a block from Palm Square. The Labine Building, built in 1900, is located at the corner of Pine and Ledge Streets, a key gateway location when the Broad Street Parkway is built. Unique to the neighborhood, the Labine Building had a grocery store and social club on the first floor and apartments on the upper two floors. Much of the exterior structure remains and can be rebuilt.

The City is interested in restoring the Labine Building and returning it to the tax rolls, and to that end is pursuing acquisition of the property. Given that the costs of redeveloping the Labine Building are prohibitive without the addition of public funds, the City has issued an RFP to attract a private developer to restore the Labine Building, using HUD NSP funds and private funding.

- **Downtown Nashua Revitalization**

The current economic recession has led to an increase in business failures and vacant storefronts throughout Downtown Nashua and the surrounding residential neighborhoods. Many of these failed businesses are microenterprises and owned by local residents.

A grassroots effort to reverse this decline has mobilized stakeholders to lead an effort to revitalize Downtown Nashua. The City of Nashua is working closely with Downtown merchants, building owners, Great American Downtown, and other local community stakeholders. The partners are investigating selected revitalization strategies to improve Downtown Nashua, including:

- Repair and maintenance of sidewalks
- Traffic calming measures
- Tree maintenance and lighting
- Parking management
- Park and public space enhancements
- Storefront improvement/façade program

- **Bridge Street Waterfront Development Project**

The City has signed a preferred development agreement with a NY-based development team that will partner with a local developer to redevelop the 25-acre brownfields site into a mixed-use, gateway project located at the confluence of the Nashua and Merrimack Rivers. Preliminary plans include a significant residential component as well as 90,000 square feet of office and retail space created to house local service and retail businesses. Infrastructure investments include public roadways, a waterfront trail and park and the reconstruction of a major traffic intersection. The project is an important next step in the implementation of the 2003 East Hollis Street Master Plan.

Targeted Resources

The City of Nashua has been the recipient of numerous grant resources, which will fund innovative and impactful programs that will strengthen neighborhoods and local businesses within the Downtown Nashua NRSA. The City hopes to leverage these targeted funds with private investment and other resources to improve the local housing stock and increase economic opportunity for residents and businesses in the Downtown Nashua NRSA. These resources include:

- **Lead Hazard Abatement Grant**

HUD awarded the City of Nashua a three-year, \$3,000,000 grant to address lead hazards in privately owned housing. Grants are targeted to housing units where low-income households live, especially those with children less than six years of age. Project goals include evaluating and addressing lead hazards in at least 150 private residential units, performing community outreach and education and increasing the number of licensed lead professionals through training. To date, a vast majority of the assisted units are located within the Downtown Nashua NRSA.

- **Neighborhood Stabilization Program**

In 2009, the City of Nashua was awarded \$1.5 million and Harbor Homes, Inc., in Nashua, was awarded \$2.09 million to redevelop vacant and/or foreclosed properties into affordable housing. The City will use the funds to revitalize the Labine Building, a blighted property at the edge of Downtown Nashua and the Tree Street Neighborhood. Harbor Homes will develop permanent service-enriched housing in the Tree Street neighborhood for families and individuals who are homeless or at risk of becoming homeless.

- **HUD BEDI/Section 108 Loan Award**

In 2008, the City of Nashua, NH received a BEDI grant of \$2 million and a Section 108 Loan for \$2.85 million to prepare old mill buildings for redevelopment. The City plans to remediate environmental hazards and facilitate redevelopment of underutilized mill buildings into housing and commercial uses. These funds will be targeted exclusively towards projects located in the heart of the Downtown Nashua NRSA.

- **EPA Brownfields Cleanup Revolving Loan Fund**

In April of 2010, the City of Nashua received a \$1.0 million award to capitalize a brownfields cleanup revolving loan fund. The City plans to utilize the funds to support the cleanup of abandoned industrial facilities, mill properties and vacant lots citywide. The City's experience with redeveloping industrial sites suggests that many of the projects will be located within the Downtown Nashua NRSA. Job-generating redevelopment projects in the Nashua Millyard, the Front and Franklin Street Mill Complex, and the Labine Building revitalization, are logical targets.

- **Beacon Communities Program**

In April of 2010, the US Department of Energy announced that the New Hampshire Beacon Communities Project will receive \$10 million through the American Recovery and Reinvestment Act (ARRA) to make residential, commercial, municipal, and industrial buildings in Berlin, Nashua, and Plymouth more energy efficient. The funding was announced as part of the Department of Energy's Retrofit Ramp-Up initiative, an effort to increase energy efficiency building retrofits in 25 communities nationwide.

The Beacon Communities Project will be used to support large-scale retrofits and make energy efficiency accessible to homeowners and businesses in Berlin, Nashua, and Plymouth. The key feature of the proposal will be the creation of a revolving loan fund at the Community Development Finance Authority (CDFA). The fund, focused technical assistance, and strong community leadership will mobilize building owners to invest in energy efficiency. Nashua named two target areas in its local Beacon Communities Strategy, one of which will target the

Downtown Nashua NRSA with the hope of creating an effective model for retrofitting homes and businesses in older neighborhoods.

All of these targeted tools will leverage Community Development Block Grant, other federal funds, private investment and City funding to help to achieve meaningful change within the Downtown Nashua NRSA.

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Problems/Barriers

The current economic recession and the associated rise in joblessness have had a major impact on New Hampshire and Nashua. The effects of the economy have especially hurt the most vulnerable of Nashua's residents, its low-and-moderate income residents. Neighborhoods where low-and-moderate income residents are concentrated have struggled in particular as disinvestment, home foreclosures and job loss has become concentrated.

The current recession has been accompanied by weakening of the international financial markets. Locally, the impact has been felt with the tightening of personal and business credit. Lack of available credit has hindered the growth of startups, including small businesses and micro entrepreneurs. Many of those impacted live or own businesses within the Downtown Nashua NRSA and other low-and-moderate income neighborhoods.

The demographics of the Downtown Nashua NRSA show relatively lower levels of educational attainment and a higher degree of language barriers than is found in Nashua citywide. Many business owners in these areas could benefit greatly from programs which provide targeted training to small business owners.

Much of the real estate in the Downtown Nashua NRSA faces challenges. Many of the sites that could support new job creation are contaminated or are avoided due to the perception of environmental problems. This is a challenge faced by many cities with a long history of industrial development. In Nashua, these problems are exacerbated by the proliferation of asbestos disposal sites, which number in the hundreds in Nashua. Real and perceived contamination increases the cost of redevelopment and slows reuse of many of Nashua's otherwise development-ready sites.

Economic Empowerment Strategy

A realistic development strategy and implementation plan to promote economic progress focuses on activities to create meaningful jobs for the unemployed and low and moderate income residents of the Downtown Nashua Neighborhood Revitalization Strategy Area, as well as activities to promote and strengthen residential neighborhoods within the NRSA.

To that end, Nashua will strive to achieve the following goals and objectives:

Goal 1: Promote the growth and stability of businesses in the Downtown Nashua NRSA, to increase job opportunities to low and moderate income individuals

- Promote the growth and expansion of existing businesses
- Stimulate the growth of new enterprises, including microenterprises

Goal 2: Improve the City's value through targeted infrastructure improvements

- Improve infrastructure for pedestrians and bicyclists
- Improve/build roads to provide access to new economic development areas
- Enhance the vitality of neighborhood business districts and Downtown Nashua

Goal 3: Strengthen neighborhoods

- Increase home ownership within the Downtown Nashua NRSA
- Improve the quality of existing housing stock through rehabilitation and energy efficiency retrofits
- Strengthen neighborhood business districts
- Invest in after-school programs, especially for teens

Goal 4: Reclaim brownfields and other abandoned and underutilized sites

- Assess and cleanup contaminated sites
- Redevelop vacant lots and other former industrial sites

The Downtown Nashua NRSA was developed in close consultation with local stakeholders at various public participation opportunities. Public input has been the basis for the Downtown Nashua NRSA designation. The development strategy and implementation plan promote the substantial revitalization of the neighborhood. The implementation plan states several goals that can be assisted with the help of Community Development Block Group (CDBG) funds as well as with private funds, other Federal funding sources, and funds from the City of Nashua.

Performance Measurements

Goals, Objectives & Projects		5 Year Goals	Funding Sources
Goal 1:	Promote the growth and stability of businesses in the Downtown Nashua NRSA to increase job opportunities for low and moderate income individuals		
Objective 1.1	Promote the growth and expansion of existing businesses		
<i>Project:</i>	<i>Technical Assistance programs to business startups, small retail businesses, and neighborhood-based service businesses</i>	100 businesses assisted	CDBG, City, Private
<i>Project:</i>	<i>Best Retail Practices Program</i>	40 businesses assisted	CDBG, City
Objective 1.2	Stimulate the growth of new enterprises, including microenterprises		
<i>Project:</i>	<i>Micro-credit loan program</i>	20 loans made	CDBG
<i>Project:</i>	<i>Small business revolving loan fund</i>	10 loans made	CDBG, EDA, Private
Goal 2:	Improve the City's value through targeted infrastructure improvements		
Objective 2.1	Improve infrastructure for pedestrians and bicyclists		
<i>Project:</i>	<i>Expansion of Downtown Riverwalk</i>	Next Phase Completed	CDBG, HUD EDI, Private
<i>Project:</i>	<i>Downtown sidewalk reconstruction</i>	2 projects completed	City, CDBG, NH DOT
<i>Project:</i>	<i>Downtown Nashua traffic calming</i>	2 projects completed	City, CDBG, NH DOT
<i>Project:</i>	<i>Investment in bike facilities and trails</i>	3 projects completed	CDBG, NH DOT
Objective 2.2	Improve/build roads to provide access to new economic development sites		
<i>Project:</i>	<i>Broad Street Parkway</i>	Complete Broad Street Parkway	City, CDBG, NH DOT

Goals, Objectives & Projects		5 Year Goals	Funding Sources
Objective 2.3	Enhance the vitality of neighborhood business districts and Downtown Nashua		
Project:	Storefront Improvements/façade program	20 businesses assisted	CDBG
Project:	Enhance streetscape, lighting, and public areas	2 lighting projects	CDBG, EECBG
Project:	Beacon Communities Ramp-Up Energy Retrofit Project	20 commercial properties retrofitted	Dept. of Energy
Goal 3:	Strengthen Neighborhoods		
Objective 3.1	Increase home ownership within NSRA		
Project:	Down Payment Assistance and Pre-purchase Counseling Program	50 Households	CDBG, HOME, NSP
Objective 3.2	Improve the quality of existing housing stock through rehabilitation and energy efficiency retrofits		
Project:	Housing rehabilitation (owner-occupied and rental)	50 units rehabilitated	HOME, CDBG, Private
Project:	Beacon Communities Ramp Up Energy Retrofits Project	120 housing units retrofitted	CDBG, HOME, Dept of Energy, Private
Objective 3.3	Strengthen neighborhood business districts		
Project:	Cleanup and improve neighborhood business districts	3 projects completed	CDBG, City
Objective 3.4	Invest in after-school programs, especially for teens		
Project:	Increase after school programs, especially for teens	200 teens served	CDBG, City
Goal 4:	Reclaim Brownfields And Other Abandoned And Underutilized Sites		
Objective 4.1	Assess and cleanup contaminated sites		
Project:	Scattered site cleanup and redevelopment	5 sites redeveloped	EPA BCRLF, DES, Section 108, BEDI

Goals, Objectives & Projects		5 Year Goals	Funding Sources
Objective 4.2	Redevelop vacant lots and other former industrial sites		
<i>Project:</i>	<i>Front/Franklin Streets</i>	200,000 sq. ft. mill space occupied	City, Private, EDA, EPA, Section 108, BEDI
<i>Project:</i>	<i>Nashua Millyard</i>	3 sites redeveloped	Section 108, BEDI, City, NH DOT, EPA BCRLF
<i>Project:</i>	<i>Bridge Street Waterfront Redevelopment Project</i>	Concept Plan Complete/ Permitting Complete	City, EPA BCRLF, Private, EDA